

# Collin Technologies Case Study Packet Executive Summary

The Collin Technologies Case Study describes a fictitious company. There is no connection between the Collin Technologies Case Study and any company, either named Collin Technologies or otherwise. Other organizations cited in the case study (customers, suppliers, etc.) are also fictitious.

The documents contained in the Collin Technologies Case Study Packet are all in the public domain and may be used and reproduced without permission. If any of these documents accompany copyrighted material, an indication of its status in the public domain and an acknowledgment of the Baldrige National Quality Program as the source would be appreciated.



## **Use of a Case Study Packet**

A Baldrige case study packet is composed of the tools used to train Baldrige Examiners and their working documents in the evaluation process. As such, it demonstrates the Baldrige Award application and evaluation processes and provides insight into and understanding of the Criteria upon which evaluations are based. An especially useful tool, the case study packet includes information relating to scoring, Criteria responses, examination processes, and site visit procedures, as well as illustrating the format for an application.

In addition to their use by Examiners and applicants, case study materials are used by state and local award programs across the United States and in many organizations' internal award programs. Foreign countries have also used the documents in the creation of their Baldrige-based award programs. Self-assessment and self-improvement uses of the case study packet are limitless, and outreach efforts of the Baldrige community are strengthened by use of the materials in this packet.

The seven documents described below illustrate the 1999 Malcolm Baldrige National Quality Award application and evaluation processes.

## **The Collin Technologies Case Study**

The Collin Technologies Case Study is a sample application written for a fictitious company applying for the Baldrige Award. It demonstrates the form and content of an application, providing information requested in the seven Categories of the Criteria for Performance Excellence. Responses are presented for each of the 19 individual Items, comprising 27 separate Areas to Address.

The Collin Technologies Case Study was an important part of the 1999 Examiner Preparation Course. It was used in practice exercises about the Baldrige Award scoring system. The three evaluation dimensions of the scoring system are Approach, Deployment, and Results. The scoring system's anchor point is 50%, which is awarded for a sound system, deployed in all major areas of the business and achieving positive results in most major areas. Further details on scoring are given in the 1999 Handbook for the Board of Examiners and the 1999 Scorebook for Business, Education, and Health Care. The Collin Technologies Case Study scores are given in the Collin Technologies Scorebook.

## **The Collin Technologies Scorebook**

The Collin Technologies Scorebook contains comments and a scoring range on each of the 19 Items of the application as well as a listing of specific issues to be addressed in the event of a site visit. These issues provide the initial basis for site visit planning which also includes verification and clarification of the major points of the application.

The recommended scoring ranges for the Collin Technologies Case Study are shown at the beginning of the report. For an actual application, information from the Examiners' scores is used by the Panel of Judges to determine if the applicant advances to the next stage of the review process. Details of the review process are given as introductory material in the Collin Technologies Feedback Report.

## **The Collin Technologies Feedback Report**

The Collin Technologies Feedback Report is an example of the report that all applicants will receive in response to their application. Prepared by members of the Board of Examiners, feedback reports are based on the written application, comments and scores, and the results of site visits, if any. For the Collin Technologies Case Study, the feedback report was developed from the written Stage 2 Consensus Scorebook.

Feedback reports summarize key themes of the application evaluation, identify the band of an applicant's total score, identify a percentage range for each Criteria Category, and list strengths and opportunities for improvement. They are intended to report the findings of the Examiners and should not be prescriptive in nature.

## **The 1999 Criteria for Performance Excellence**

The 1999 Criteria for Performance Excellence provide a system and framework for organizational excellence. These Criteria are the basis for organizational self-assessments, for making Awards, and for giving feedback to applicants.

The Criteria continue to evolve toward comprehensive coverage of strategy-driven performance, addressing the needs of all stakeholders — customers, employees, stockholders, suppliers and partners, and the public. The 1999 Criteria further strengthen the systems view of performance management, and place a greater emphasis on the alignment of key components of the performance management system. The roles of data, information, and analysis in measuring and managing performance are emphasized. Increased focus has been given to all aspects of organizational and employee learning and knowledge sharing, as well as to segmentation of markets, customers, and employee groups to improve information gathering and decision making.

### **The 1999 Handbook for the Board of Examiners**

The 1999 Handbook for the Board of Examiners provides basic information about the Malcolm Baldrige National Quality Award and the processes used in evaluating applicants. A basic reference tool for the business, health care, education, and quality experts who serve on the Board, its intent is to ensure fair and thorough evaluations of all Award applicants and to guide the Examiners in fulfilling their responsibilities.

### **The 1999 Scorebook for Business, Education, and Health Care**

The 1999 Scorebook for Business, Education, and Health Care provides Examiners with a concise, organized, and standardized method to record comments and scores as they evaluate an Award applicant. In addition to various worksheets used by Examiners, this booklet contains a detailed flowchart illustrating the process for evaluating applicants.

### **1999 Site Visit Scorebook for Business, Education, and Health Care**

The 1999 Site Visit Scorebook for Business, Education, and Health Care provides Examiners with a concise, organized method to record findings during site visits. The booklet contains various worksheets, including the Key Themes Worksheet, Site Visit Issue Worksheet, Item Worksheet, Category Worksheet, Summary of Sites Visited, and Score Summary Worksheet.

***Note:** This packet is intended for use with the 1999 Criteria for Performance Excellence for the Malcolm Baldrige National Quality Award. It is anticipated that the Criteria and Award processes will undergo some change each year. Therefore, the 1999 Case Study Packet may not be directly comparable with future editions.*

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### **Baldrige Educational Materials**

*To receive individual copies of the 1999 Criteria for Performance Excellence, the 1999 Education Criteria for Performance Excellence, the 1999 Health Care Criteria for Performance Excellence, and the 1999 Application Forms & Instructions, contact the National Institute of Standards and Technology. Address information and phone numbers are on the back cover.*

*To order any of the materials listed below, contact the American Society for Quality. Address information and phone numbers are on the back cover.*

**1999 Case Study Packet:** *Collin Technologies* (A small manufacturing business)  
Item Number T1079, \$49.95 plus shipping and handling

**1998 Case Study Packet:** *Gemini Home Health Services* (A for-profit, home health care service company)  
Item Number T1083, \$49.95 plus shipping and handling

**1997 Case Study Packet:** *Gateway Estate Lawn Equipment Co.* (A manufacturing business)  
Item Number T1039, \$49.95 plus shipping and handling

#### ***Education Case Study Packets:***

*Midstate University* (A public university)  
Item Number T504, \$6.11

*Ridgecrest School District* (A K-12 school district)  
Item Number T1023, \$7.28

#### ***Health Care Case Study Packets:***

*Mountainview Health System* (A hospital-based health system)  
Item Number T506, \$6.11

*Pinnacle Health Plan* (A managed care organization)  
Item Number T1029, \$7.28

**1999 Criteria for Performance Excellence:** \$29.95 per packet of ten plus shipping and handling

**1999 Business Criteria** – Item Number T1078

**1999 Education Criteria** – Item Number T1082

**1999 Health Care Criteria** – Item Number T1081

**Award Winners Videos:** The Award winners videos provide background information on the Award Program, highlights from the annual Award ceremony, and interviews with representatives from the winning companies for each year since the Award's inception in 1988.

## Baldrige National Quality Program

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National Institute of Standards and Technology  
Baldrige National Quality Program  
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The National Institute of Standards and Technology (NIST) is a non-regulatory federal agency within the Commerce Department's Technology Administration. NIST's primary mission is to promote U.S. economic growth by working with industry to develop and apply technology, measurements, and standards. The Baldrige National Quality Program at NIST manages the Malcolm Baldrige National Quality Award.

Call NIST for:

- information on the Malcolm Baldrige National Quality Award process and eligibility requirements
- information on the content of Baldrige Award documents
- individual copies of the Criteria (no cost)
- Application Forms & Instructions for Business, Education, and Health Care (no cost)
- Examiner applications (no cost)
- information on other Baldrige Program materials

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: [nqp@nist.gov](mailto:nqp@nist.gov)  
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The American Society for Quality (ASQ) advances individual and organizational performance excellence worldwide by providing opportunities for learning, quality improvement, and knowledge exchange. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order:

- bulk copies of the Criteria
- case studies
- Award winners videos

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